

Class 60-2 177

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17 October 1960

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Response to the Inspector General's Report on Training in CIA

REFERENCE : Memorandum from DD/S, dated 5 October 1960, Subject: Responses of DD/S Office Heads and Staff Chiefs to the Inspector General's Report on Training in CIA

1. The Inspector General's Report on Training has been reviewed and the following responses are submitted, as requested.

2. Response to the Report as a Whole:

a. The structure of the report would profit by including a condensed summary of findings in its early pages. The report could then be used as a reference to basic observations. As presented, and while written in an entertaining style, it is not possible to absorb and retain the wealth of comments and observations without a considerable degree of study.

b. While undoubtedly the report will have a salutary effect on the Agency training program, it will not correct Training's basic difficulty. At the present time, Training is in competition with work production, the same as any other leave situation. Like leave situations, it competes favorably when it is presumed that the absence from productive employment will result in a greater long-term good and when the immediate exigencies of the situation permit. The full flower of Training can only become realized as authorized capabilities so provide. In the final analysis, the measure of an organization's value of Training is reflected in the degree of recognition contained within the capabilities provided in the tables of organization.

3. Reactions to Specific Recommendations:

a. "The Directors of Personnel and Training together with representatives from operating components take a fresh look at the overall problem of clerical usage and make recommendations for a more effective system. This should be followed by an OTR reassessment of the clerical training program."

25 YEAR RE-REVIEW

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Concur that a fresh look might be constructive in regard clerical usage but suggest that such responsibility is exclusively the function of the Director of Personnel. The Office of Training reassessment could follow such action.

b. "DTR experiment with the concept of a board of overseers composed of senior grade professional officers as a means of improved communication with and indoctrination of consumers, and to promote the development of more effective policies on curriculum and enrollment."

It is believed that the concept of a board of overseers impinges upon the responsibilities of the Director of Training.

c. "The DTR confer with the Commanding Officers of the Army and Air Reserve units to see if more practical reserve training, e.g., International Communism, could be handled by OTR for the reservists."

Concur. It is also suggested that the entire Agency policy in regard reserve participation be reviewed since it would appear that the Agency need not expect significant practical advantage in having its employees in reserve status.

d. "The DCI establish as Agency policy that all junior professional officers enter Agency employ through the JOTP."

It is suggested that this question be dealt with in the Career Council. It seems doubtful that the DD/S Offices would subscribe completely to the recommendation. There appears to be no practical advantage on behalf of the Medical Staff.

e. "The DTR establish a JOT Selection Panel composed of line officer representation from the three Deputy Directorates together with appropriate representation from the Office of Personnel and Training. The Chief, JOTP, should chair the panel."

In the event that the Career Council decides affirmatively in regard the previous recommendation, it is suggested that the proposed panel be chaired by the Director of Personnel and that the membership of the panel include representatives from the Office of Security and the Medical Staff as advisors.

f. "The DTR should give consideration to the feasibility of the use of outstanding public citizens in the panel selection process recommended above."

Non-concur. Selection is best handled internally.

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g. "The DCI authorize and direct the establishment of a mid-career training course for officers at the GS-12 and -13 level in order to prepare them for broader responsibilities particularly in the field of command, to refresh their motivation in the intelligence service and to broaden their understanding of the interrelationship of Agency functions."

Non-concur. This proposed course would appear to be unnecessary. Ambitious career officers remain motivated and attuned to Agency changes and developments.

h. "The DCI authorize and direct that a senior officer program be established to develop more officers capable of formulating and evaluating comprehensively policy concerned with intelligence in the U. S. Government generally in keeping with the outline described above."

The idea has merit. It is suggested that the Director of Training develop the means of providing an opportunity for an experimental course, the results of which might provide further guidance.

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